

NOTICE AND CALL OF SPECIAL MEETING

NOTICE IS HEREBY GIVEN that on February 10, 2022, Chair Burchartz called a Special Meeting of the Library Advisory Commission at the time and place listed below to consider the following matters:



CITY OF MURRIETA AGENDA

LIBRARY ADVISORY COMMISSION
CITY HALL – COUNCIL CHAMBERS

FEBRUARY 14, 2022
6:00 PM SPECIAL MEETING
1 TOWN SQUARE, MURRIETA, CA 92562

CALL TO ORDER

Chair Burchartz

ROLL CALL

Burchartz, Hicks, LaManna, Thorwarth and Wadlington

PLEDGE OF ALLEGIANCE

Chair Burchartz

APPROVAL OF AGENDA

Chair Burchartz

PUBLIC COMMENTS: At this time, any person may address the governing bodies on any subject pertaining to City business that does not relate to any item listed on the printed agenda. Normally no action may be considered or taken by the governing bodies on any matter not listed on the agenda. Each speaker will be limited to three minutes on any single item.

APPROVAL OF MINUTES:

1. **Recommended Action:** Approve the Minutes of the Regular Meeting of October 18, 2021

NEW BUSINESS:

1. Election of Chair and Vice-Chair for 2022, Chair Burchartz

INFORMATION ITEMS:

1. Library Services Update by Library Manager, Melvin Racelis

COMMITTEE MEMBERS REPORTS/COMMENTS

1. Murrieta Public Library Marketing Plan, Commissioner Leslie LaManna

ADJOURNMENT: The next Regular Meeting will be held on Monday, April 18, 2022 at 6:00 p.m. in Council Chambers at City Hall.

Special Note: Effective December 15, 2021, the California Department of Public Health (CDPH) is requiring masks be worn in all indoor public settings, regardless of vaccine status.



The City of Murrieta intends to comply with the Americans with Disabilities Act (ADA). Persons with special needs should contact the City Clerk's Office at (951) 461-6031 or (951) 461-6030 at least 72 hours in advance.

**1 TOWN SQUARE
MURRIETA, CA
MINUTES**



**OCTOBER 18, 2021
6:00 PM REGULAR MEETING**

LIBRARY ADVISORY COMMISSION

CALL TO ORDER

Chair Burchartz called the meeting to order at 6:01 p.m.

ROLL CALL

Present:	Commissioner	Alexandra Thorwarth
	Commissioner	Leslie LaManna
	Vice Chair	Linda Hicks
	Chair	Wesley Burchartz

Absent:	Commissioner	Tory Wadlington
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PLEDGE OF ALLEGIANCE

The Pledge of Allegiance to the Flag of the United States of America was led by Chair Burchartz.

APPROVAL OF AGENDA

Action: It was moved by Commissioner LaManna, seconded by Commissioner Hicks, to approve the Agenda for the October 18, 2021 regular meeting of the Library Advisory Commission. The motion passed by the following vote:

Ayes:	Thorwarth, LaManna, Hicks and Burchartz
Noes:	None
Abstain:	None
Absent:	Wadlington

PUBLIC COMMENTS

None

APPROVAL OF MINUTES

Action: It was moved by Commissioner Hicks, seconded by Commissioner LaManna, to approve the Minutes of the August 16, 2021 regular meeting of the Library Advisory Commission. The motion passed by the following vote:

Ayes:	Thorwarth, LaManna, Hicks and Burchartz
Noes:	None
Abstain:	None
Absent:	Wadlington

INFORMATION ITEMS

Library Services Update

Interim Library Manager, Agnes Rita, presented the update in which she stated that the Library is celebrating the National Friends of the Library Week this week and the Friends of the Murrieta Library will be in the foyer promoting their organization and encouraging new memberships.

The Library is also hosting a Meet and Greet event for the Friends and staff on October 23, 2021 as well as a Community Showcase that same evening in the Town Square Park Amphitheater.

Ms. Rita reported that the Library was recently awarded the NASA@ My Library grant in the amount of \$1,600. This grant is a STEM education initiative created to increase and enhance STEAM learning opportunities for the community.

The Library recently formed a partnership with the Western Science Center in Hemet and with the generous support of the Friends was able to purchase passes that patrons can check out for one week for free.

Last month, the Library completed and submitted the final report for the CopyCat grant that funded the spring and summer take-home kits that were very popular - over 4,200 of them were handed out to the community.

On September 25, 2021, Carol Carson, a Founding Member of the Friends of the Murrieta Library as well as their Treasurer and a Board Member, passed away. The Carson family is planning a memorial service on November 2, 2021 at 11:00 AM at the Rancho Community Church in Temecula, CA.

Lastly, Ms. Rita gave an update on upcoming Library closures and also provided a statistical report for the YTD ending September 30, 2021.

COMMISSION MEMBER REPORTS/COMMENTS

Commissioner LaManna reported that she had recently met with Ms. Rita about how to increase the Library's patronage but due to the staffing shortage, her mind was changed. She also noted that she is working with students at USC in a marketing class on a plan to get seniors more involved and she will send Ms. Rita the plan for her review. Commissioner La Manna's hope is to get library cards to more seniors and to have them volunteer. Also, a suggestion to show more senior in volunteer photos, not just young people.

Commissioner Hicks reported that the Friends will be holding their general meeting tomorrow and Kim Summers, City Manager, will be the presenter. Also, the Carson family has requested donations to the Friends in lieu of flowers, in honor of Carol.

ADJOURNMENT

The meeting adjourned the meeting at 6:19 p.m.



Library Advisory Commission Agenda Report

1

For: Library Advisory Commission Chair and Commission Members

From: Melvin Racelis, Library Manager

For Information Contact: Mr. Racelis at (951) 461-6135

Date: February 14, 2022

Subject: Election of Chair and Vice-Chair for 2022

RECOMMENDATION:

Nominate and elect from the Library Advisory Commission two Commissioners to serve as Chair and Vice-Chair for 2022.

SUMMARY:

Per Section 2.32.030 A. and B. of the Murrieta Municipal Code, **Chairpersons, vice-chairpersons—Selection—Terms**, the Library Advisory Commission is to select a Chair and Vice-chair from its members at the first regular meeting held in February. To provide opportunity for professional growth for all board and commission members, the tenure of the board/commission chairs is limited to two years. However, the board/commission may make a finding of exceptional circumstances to extend the service of an existing chair for a subsequent year. A copy of Chapter 2.32 is attached for your review.



Library Advisory Commission Agenda Report

1

For: Library Advisory Commission Chair and Commission Members

From: Melvin Racelis, Library Manager

For Information Contact: Mr. Racelis at (951) 461-6135

Date: February 14, 2022

Subject: Library Services Update

RECOMMENDATION:

Receive and file the following:

SUMMARY:

The Circulation Services department is conducting the Food for Fines program for the month of February in honor of Love Your Library month. Library patrons can donate a non-perishable, nutrition, pre-packaged food item to waive \$1 per item up to \$15. This program not only reduces the financial barrier for patrons to access the Library, but it also has a positive impact for those who are experiencing food insecurity. The donations will be given to the Murrieta United Methodist Church's food pantry.

The Library and all City facilities were closed for in-person services starting on January 7 due to the latest COVID-19 surge and were reopened for in-person services on January 31. During the closure, the Library offered Grab & Go Services where patrons were able to pick up materials and various craft kits. There were a total of 334 Grab & Go appointments made, with 367 take-home craft kits distributed and 4,744 items checked out.

On January 20, 200 take-home kits were distributed during Grab and Go services in conjunction with the James Webb Telescope Launch that included space related activities for the virtual viewing party of the launch. This program was part of NASA @ My Library, a grant funded program and STEM education initiative to enhance and increase STEAM learning opportunities for library patrons and populations currently underrepresented in STEAM education.

The Children's and Teen Services department is gearing up to bring back in-person storytimes beginning on February 14, Valentine's Day, and they will be held in the Garden of Verses. Family Storytime with Ms. Kesia will be on Mondays at 10 AM and Preschool Storytime with Ms. Ashley on Wednesdays at 10 AM.

The Library will be receiving a shipment of new Spanish language materials from the Guadalajara Book Fair in two weeks. These new Spanish language materials will include original books from several Central and South American countries typically not available through vendors in the United States. This is part of an effort to provide the Murrieta community with access to diverse materials that meet the needs of the varied cultures living in Murrieta.

Upcoming Library Programs:

Children's Classes and Events

- Family Storytime resumes February 14 – Mondays @ 10 AM
- Preschool Storytime resumes February 16 – Wednesdays @ 10 AM
- Love on a Leash: Reading to a Reading Education Assistance Dog resumes February 14 – Mondays @ 4:30 PM
- 3D Print and Create – Second Tuesday of Each Month @ 4:30 PM
 - March 8, April 12 and May 10
- STEM Event: Canvas painting and Black Storytellers of San Diego – Thursday, February 24 @ 4 PM
- Earth Day Celebration – Saturday, April 9 @ 10 AM

Adult Spring Take-Home Kits & Programs

- Library for All (Program for Adults and Teens with disabilities) – Select Mondays @ 11:30 AM
 - March 7 – DIY Succulent Planter
 - April 18 – Spring Pour Art
- Book Club
 - February 22 @ 4:30 PM: Becoming Mrs. Lewis by Patty Callahan
- Adult Take-Home Kits (Pick up kits at the Adult Reference desk)
 - Starting Monday, March 14: Needlepoint Kit
 - Starting Monday, April 11: DIY Multi-Necklace Kit

Upcoming Library Closures: The Library will be closed to the public on Monday, February 21 for President's Day and on Saturday, April 2 for the Tour De Murrieta bike race.

Library Staffing: New Library Manager, Melvin Racelis, started on January 18. Most recently, Melvin served as the Branch Manager for the La Pintoresca branch of the Pasadena Public Library system. He has served in a variety of roles including Children's Services and also has experience successfully managing grants and implementing diverse programming.

Library Revenue: For the fiscal year beginning July 1, 2021 through June 30, 2022.

- Library Fund (Taxes, Interest Income, Lost Books, Promo Items and Community Room Rental)

Projected Budget:	\$ 2,213,850.00
Received through 12/31/21	\$ 711,047.38
- Library Functional (Fines, Fees, Copies, Donations and Notary Services)

Projected Budget:	\$ 43,015.00
Received through 12/31/21	\$ 23,305.49

Library Statistics: The Statistical Report is attached.

ATTACHMENTS

Murrieta Municipal Code Chapter 2.32

Statistical Report

Marketing Plan

Chapter 2.32

BOARDS AND COMMISSIONS GENERALLY

Sections:

2.32.010 Commission and alternate appointments.

2.32.020 Terms, vacancies.

2.32.030 Chairpersons, vice-chairpersons-selection-terms.

2.32.010 Commission and alternate appointments.

A. Unless otherwise specifically provided in this code or by state law, all city board and commission appointments, except for ex officio members where applicable, shall be made by the city council in January, following the election of city council members.

B. The city council may select up to two alternate commissioners for each commission in addition to the established commission membership. Initially and thereafter when necessary, alternate commissioners will be selected in January, following the election of city council members. In the event the city council appoints two alternate commissioners to any commission, the alternates shall be designated first alternate and second alternate by the city council.

C. Alternate commissioners shall not become permanent members of their designated commission except by the filling of a vacancy pursuant to Section 2.32.020.C. Alternate members are not eligible to serve as chair or vice chair until they fill a vacancy. Alternates are encouraged to attend their designated commission meetings; they are non-voting members, and they are not counted for quorum purposes. Alternate commissioners shall possess all the qualifications of other commissioners.

D. Unless otherwise provided by law, or by ordinance or resolution of the city council, all members of any board or commission of the city appointed by the city council shall be initially, and during their incumbencies, registered voters within the incorporated city limit boundaries of the City of Murrieta, and shall not at or during incumbency be an employee of the city. (Ord 529 § 1, 2018; Ord. 3 § 1 (part), 1991: prior code § 2.04.060)

2.32.020 Terms, vacancies.

A. Terms.

1. Appointments, except the youth member on the Parks and Recreation Commission, shall be for four-year terms, commencing after city council members take office following the general municipal election in November of even numbered years.

2. The term of an alternate commissioner shall also be four (4) years.

3. In order to transition from a three-year term cycle to a four-year term cycle and to synchronize with the city council member election cycle, those commissioner terms scheduled to expire June 30,

2018 and June 30, 2019, shall expire in January 2019. Commissioner terms scheduled to expire June 30, 2020, shall expire in January 2021.

4. This rule shall not, however, apply in regard to a newly established board or commission to which initial appointments are made. Such initial appointments shall last until the appointment process in January following the next general municipal election.

5. Commissioners may only be removed by a vote of the city council.

6. Any person who has served substantially two full consecutive terms shall not be reappointed to the same board or commission until at least the time equal to one full term has elapsed.

B. Absences. If a commissioner is absent from three consecutive regular meetings without being excused by the commission, or is absent for any reason from more than six (6) regular meetings in any period of twelve (12) months, the office of such commissioner shall thereupon become vacant and shall be filled with any existing alternate commissioner. Except in cases where the mayor, city council member, or city council are not the appointing authority, no person shall be appointed to and serve substantially more than two full consecutive terms upon any single board or commission.

C. Vacancies.

1. If a vacancy in any commission occurs, other than by expiration of term, such vacancy shall be filled by the alternate commissioner selected by the city council during the most recent selection process. If there are two alternate commissioners for the commission on which there is a vacancy, the vacancy shall be filled by the first alternate. The second alternate commissioner will then be designated first alternate. Any alternate appointed pursuant to a vacancy shall serve the remaining term of the seat being filled. Vacancies that occur when no alternate is available for appointment shall be replaced pursuant to Section 2.32.020.C.2. (below).

2. In accordance with Government Code Section 54974 (Maddy Act), a notice of all unscheduled commission vacancies for which no alternate commissioner is available shall be posted in the office of the city clerk and at the public library, not earlier than 20 days before or not later than 20 days after the vacancy occurs. Final appointment to the commission shall not be made for at least 10 working days after the posting of the notice in the city clerk's office.

(Ord. 529 § 2, 2018; Ord. 417 § 1, 2009; Ord. 224 § 1, 2000; Ord. 3 § 1 (part), 1991: prior code § 2.06.010)

2.32.030 Chairpersons, vice-chairpersons—Selection—Terms.

A. Chairpersons, vice-chairpersons - Selection. Unless otherwise provided by law, or by ordinance or resolution, each board and commission of the city shall annually at its first meeting held in February or thereafter, choose one of its number as chairperson and one as vice-chairperson. Each chairperson and vice-chairperson shall have authority and perform such duties as are commonly associated with their respective titles, or as may be specially prescribed by law or by the bylaws or other rules of the board or commission. Vacancies in either such position occurring prior to February may be filled as in the first instance, and a new chairperson or vice-chairperson may be chosen at any time by majority vote of all members of the board or commission.

B. Terms for board/commission chairs. To provide opportunity for professional growth for all board and commission members, the tenure of board/commission chairs is limited to two years. However,

the board/commission may make a finding of exceptional circumstances to extend the service of an existing chair for a subsequent year.

(Ord. 529 § 3, 2018; Ord. 402 § 1, 2007; Ord. 3 § 1 (part), 1991: prior code § 2.06.020)

MURRIETA PUBLIC LIBRARY STATISTICAL REPORT 2021					
	OCTOBER	NOVEMBER	DECEMBER	ENTIRE 2021	ENTIRE 2020
				CAL YEAR	CAL YEAR
MATERIALS CHECKED-OUT	33,260	31,285	24,335	247,479	139,415
MATERIALS CHECKED-IN	14,556	14,169	20,918	146,074	92,550
Total Circulated:	47,816	45,454	45,253	393,553	228,965
LIBRARY CARDS:	265	204	135	2,455	1,518
DOOR COUNT:	5,660	3,698	1,610	39,851	31,704
NEW MATERIALS ADDED:	508	521	470	5,343	5,831
REFERENCE INTERACTIONS:					
Adults, Teens and Children					
Reference Questions	3,392	3,481	1,759	34,093	18,285
Technology Assistance	360	373	147	3,009	1,779
Total Reference Interactions:	3,752	3,854	1,906	37,102	20,064
COMPUTER USE:					
Lab & Adult:					3,455
Teen:					217
Children:					1,047
Total Computer Use:	Unknown	Unknown	Unknown	Unknown	4,719
PROGRAMS:					
Adult # of programs:	2	3	3	43	39
Attendance:	63	66	75	2,747	769
Teen # of programs:	1	0	0	13	11
Attendance:	25	0	0	559	344
Grades K-5 # of programs:	8	10	4	34	24
Attendance:	1,656	605	175	3,902	1,661
PreSchool # of programs:	18	15	7	76	105
Attendance:	2,286	1,612	701	12,829	44,977
Total # of Programs :	29	28	14	166	177
Total Attendance:	4,030	2,283	951	20,037	47,451

MURRIETA PUBLIC LIBRARY STATISTICAL REPORT 2021
Page 2

	OCTOBER	NOVEMBER	DECEMBER	ENTIRE 2021	ENTIRE 2020
				CAL YEAR	CAL YEAR
LIBRARY TOURS:					
Adult # of tours:	0	0	0	0	3
Attendance:	0	0	0	0	35
Teen # of tours:	0	1	0	1	0
Attendance:	0	29	0	29	0
Children's # of tours:	0	1	0	1	3
Attendance:	0	35	0	35	97
Total # of Tours:	0	2	0	2	6
Total Attendance:	0	64	0	64	132
SCHOOL VISITS:					
# of High School visits:	0	0	0	0	0
# of Middle School visits:	0	0	0	0	0
# of Elementary visits:	0	0	0	0	0
Total # of School Visits:	0	0	0	0	0
OTHER OFFSITE VISITS:	0	1	0	1	1
COMMUNITY ROOM USE:					
# of City Agency uses:	0	4	2	15	7
# of Library uses:	20	20	16	77	83
# of Resident/Non-resident uses:	0	1	1	5	3
Total # of uses:	20	25	19	97	92
NOTARY SERVICES:	0	0	0	0	11
VOLUNTEERS HOURS:	96	65	10	796	574



Murrieta Public Library Marketing Plan

By

Tim Coady, Paige Harris, Leslie J. LaManna, and Jessica Tierney

The University of Southern California, Marshall School of Business

GSBA 509; Marketing Management

Fall 2021

Professor Miriam Burgos

October 17, 2021

I. Mission & Objectives

Murrieta is a city in southwest Riverside County, California, United States. In 2019, the population of Murrieta was 119,000; it is one of the fastest-growing cities in the state (US Census Bureau, 2010). The library system in Murrieta consists of a single branch with nine full-time and seventeen part-time employees (A. Rita, personal communication, October 7, 2021). The 2020/2021 fiscal year budget is \$2,423,028 and primarily comes from property tax, about \$45 per home (SmartAsset, 2021). Additional state funding acquired in past years is no longer available (A. Rita, personal communication, October 7, 2021). The Library operates separately from the Riverside County system, except for sharing the e-book system (Libby-Kindle) (Murrieta Public Library, 2021).

The mission statement of the Murrieta Public Library (MPL) is:

As a team with a civic heart, the Murrieta Public Library is dedicated to providing a vibrant environment with open access to exceptional services, collections, and programs while continuing to promote the joy of reading for an empowered and successful community (Murrieta Library, n.d.).

This Marketing Plan aims to attract prospective volunteers to MPL, emphasizing connecting senior citizens with the intergenerational “Storytime” program. The MPL experiences sufficient demand-- although the current monthly door count is down to just 21% of pre-COVID numbers, there are 20,000 active library cardholders, approximately half of whom use library resources regularly (A. Rita, personal communication, October 7, 2021). The events that generate the highest number of participants are designed for preschoolers, with the Storytime program, in particular, drawing a remarkable number of patrons (Murrieta, 2018). The MPL needs more volunteers to help them meet this demand without increasing demands on the budget or already-overextended library staff (A. Rita, personal communication, October 7, 2021).

II. Description of the Initiative, Service, or Other Offering You Are

Marketing

We have identified older adults (aged 65+) as prime volunteers for reasons expanded upon in Section III. Similarly, the toddler and preschool-aged childrens' Storytime has been selected as most urgently needing volunteers. Therefore, the Marketing Plan seeks to educate, advertise, and inform this target group (retired adults aged 65+) about this specific opportunity (volunteering to assist with Storytime).

Children's events at MPL have had good attendance in prior years, to the point where for some events, staff has had to turn children away as there were not enough resources to service them (A. Rita, personal communication, October 7, 2021). Increasing the number of volunteers for the children's reading program would support the library's mission of promoting the joy of reading. Additionally, volunteering has been demonstrated to increase a sense of empowerment in older adults and can markedly improve one's quality of life (Anderson et al., 2014). Intergenerational relationships, such as those fostered by serving in the reading group, increase community resilience (Canedo-Garcia et al., 2021).

The MPL offers a wide range of additional services for all ages. We hope that this marketing plan will develop further to attract volunteers interested in other programs, improving the ongoing viability of existing programs and allowing for money, time, and energy to create new ones.

III. Target Market Analysis

According to ESRI, three marking segments in Murrieta account for 47.08% of the population, a geographic information system organization (2021). The top two segments are "Workday Drive," 19.33% of the people, and "Boomburbs," 19.07% (ESRI, n.d.). They have much in common as both represent young families

living in the suburbs that commute to work (ESRI, n.d.). In addition, both have high labor participation rates and have one or two children; the majority have two people in the household employed and are comfortable using wireless devices (ESRI, n.d.). However, the Boomburbs are slightly younger and have a higher college graduation rate (ESRI, n.d.).

The third group is “The Elders,” who comprise 8.68% of the population (ESRI, n.d.). The median age is 72.3 (ESRI, n.d.). This group focuses on price as 80% have social security as the primary source of income (ESRI, n.d.). The median net worth of “The Elders” is more than 250% of the US median, and most are retirees or work part-time (ESRI, n.d.). The “Baby Boomers” are retiring and a well-known gerontologist, Marc Freedman, in his recent book “How to Live Forever,” suggests this group represents an untapped asset in our midst (2018). According to Freedman, those that volunteer live longer, healthier, and happier lives (2018).

A post-covid study conducted by Edward Jones found that seniors have changed their priorities (2021). The four pillars of retirement identified in the Jones survey were: Health, Family, Purpose, and Financial concerns (2021). In past studies, financial matters were at the top (Edward Jones, 2020). In addition, gerontologists have determined that one of the most critical factors in preventing dementia is socialization (Meyerson et al., 2019). The MPL can support seniors by providing socialization and a sense of purpose through its volunteer program.

Per an interview with Agnes Rita, the provisional Library Manager, “we are maxed out in the number of children we can serve. We reexamined our programs while the system was closed due to COVID-19 and determined our employees were burned out. Every event takes about two weeks of planning; therefore, having daily events, given only five people in the children’s department, is more than we can continue doing with our

current resources” (personal communication, October 7, 2021). In addition, the library spends less than fifty cents per participant for events (personal communication, October 7, 2021).

Targeting older adults in a marketing campaign would benefit all three segments. “The Elders” bring the potential for more volunteer hours and an opportunity to solicit donations. Likewise, young families benefit from the continuation of popular programs.

IV. Market Analysis

MARKET TRENDS: To effectively market to the Murrieta community, we need to target both “The Elders” and families within the community. There will be a need to utilize social media and outreach within the local schools to do this successfully. Using social media frequently (specifically Instagram and Facebook), the MPL will boost the programming created for families. It will also get the word out to the seniors that there are volunteer opportunities at the MPL. The plan recognizes the importance of seniors within the community having a sense of purpose and using the library to create it. It will also alleviate some of the “burnout” that the children’s department felt pre-COVID due to the high volume of participants. The outreach portion of this marketing plan is to involve the school community with the afterschool and weekend events available to the students within their schools. Whether it is early literacy programs, reading to a dog, SAT practice exams, or book talks, there is something for each K-12th student that attends Murrieta Valley School District. If the MPL librarians reach out to the school librarians, there can be a connection between what is happening at the school and the public library. The outreach will allow the public library to understand better and analyze their patrons. With more high-yielding attendance at the children’s programs at the MPL, there will be a more significant need for senior volunteers. Volunteering creates a connection and a sense of purpose for the senior community to the Murrieta Public Library.

LOCAL AND REGULATORY ISSUES TO CONSIDER: There are grants available for activities related to senior citizens. The City of Murrieta distributes Federal Housing and Urban Development \$5,000 grants to various local organizations each year. The paperwork is minimal if the activities are directed at persons over age 65. The Library is already in the process of applying for another community grant for another program.

SWOT ANALYSIS

Strengths: The Murrieta Valley School District is one of California's highest-rated public school districts, receiving 4.7 out of 5 scores from Greatschools.org (2020). Some of that success is directly related to the MPL's events. Approximately half of the building is dedicated to the children's collection (Murrieta Library, n.d.). In addition, there is a large outdoor garden and auditorium. Pre-pandemic, the Library held over 400 events per year, with more than 300 events to benefit children and families (Murrieta Library, 2018). The majority of events are for preschoolers.

The Friends of the Murrieta Library is an active group that provides additional funding and volunteer services to the library. The group maintains two used bookstores, one on-site and one in a nearby shopping center (Murrieta Library, n.d.).

The staff is experienced, knowledgeable, and enthusiastic about the mission (A. Rita, personal communication, October 7, 2021).

The building, located in the center of town, is modern and attractive. The surrounding complex also houses the Murrieta Senior Center, City Hall, the Police Headquarters, the Murrieta Fire Department, and the Veteran's Park. The library is attached to the park, convenient for taking a break from studying and walking around.

Weaknesses: The long-time Library Manager retired in August 2021, and no replacement has been identified. (A. Rita, personal communication, October 7, 2021). There has been a higher than average turnover in other positions (ibid). About one in six residents of Murrieta have a library card, but few are heavy or moderate library users (ibid). Usage was declining, even before the pandemic. For the 2018 calendar year, the door count was 290,473, and in 2019 it was 253,009 (Murrieta Library, 2018). During 2020 the door count was 31,704 as the library was closed most of the year (ibid). The library opened in April 2021, and the door count is, on average, a little over 4,000 a month (ibid).

The staff is minimal, and children are sent away from events due to insufficient resources to accommodate everyone (A. Rita, personal communication, October 7, 2021). Despite the efforts of MPL and the Friends of the Library, there is a shortage of volunteers.

Opportunities: Current resources and marketing efforts focus on children. The Library offers adult events, but attendance is light. Past events included home-buying and mortgages, art classes, historical talks, ESL classes, book clubs, genealogy consulting, and notary services. Murrieta has large housing communities for older adults. For example, The Colony has more than 1,500 homes for residents that are 55+. There are 55+ apartment complexes, nursing homes, and assisted living facilities within a few miles of the library. The Murrieta Senior Center is in the same complex as the Library. There are federal, state, and local grants available for services provided to older adults.

Threats: Funding has been decreasing, making it difficult to maintain the past level of programming. The library faces competition from the school and the senior communities site libraries. The competition for patrons' time is endless. The weather is excellent, and there are a variety of state and community parks. The Temecula-Murrieta Valley has many museums, movie theatres, and other family entertainment offerings.

V. The Competition

Comparing:	Murrieta Public Library	The Colony community library	Girl Scouts of San Geronio
General description of what the organization offers.	Early literacy programs, quiet study, and reading areas, adult classes (e.g., art-related, buying a home, etc.), support from research librarians, partnership with the Western Science Museum	The Colony Community library - residents have a room in the Clubhouse that acts as a book exchange. The "librarians" keep books that are ten years old or newer. Residents can take books and keep them as long as they would like.	The Girl Scouts provide afterschool and weekend programs for children ages 6-18; they focus on civic engagement, outdoor, nautical, commercial, and practical skills.
Summary of Promotional Tactics	Social media, word of mouth, flyers, target "the elders," ask new patrons to elect into the email system.	The location is at the community center entrance, so everyone passes it as they walk in. The group has a webpage, but the links are non-functional.	Name recognition, word of mouth, college resume-building workshops.
Additional Value	N/A	The Colony library is within the community, so no transportation is required. Books are free.	Nationally recognized program.

What can my organization do to “defend” against the “additional value” areas listed in the row above?

Turn the competitors into collaborators. Both competitors love books and support the MPL’s mission. Flyers could be dropped off at their locations, and the need for volunteers was brought up at their meetings.

The Library can promote its extensive collection of large-print books and e-books downloaded directly to a Kindle.

N/A

Incorporate and engage with the Scouts; volunteerism and civic participation are already a significant component of Girl Scout ethos.

Directly advertise to Scout chapters; recommend library meeting rooms as Scout resources; suggest library projects as possible culmination projects for Scouts.

VI. Promotional Tactics

Tactic	Notes & Comments (Why will this resonate with your target market? How will you tailor your messaging by segment?)	Expected timing and completion	Estimated costs
Preparatory phase	Gain approval and buy-in of the project plan at the library Commission meeting, marking the project’s launch.	Meeting: October 18	N/A

Awareness	Using a Qualtrics survey, assess the effectiveness of different images on posters. Direct comparison: pictures of children versus pictures of seniors. See Appendices A and B.	Launch: October 18. Goal: 600 responses. Est. completion: November 1	Canva, for poster design: \$0 Student Qualtrics: \$0 Use of stock images: \$30, one-time, via Adobe
Awareness	Using a Qualtrics survey, assess the effectiveness of different language choices and calls to action. Direct comparison: informational versus aspirational. Ex: “storytime volunteers needed” versus “Community involvement can improve your health.”	Launch: November 1 Goal: 600 responses. Est. completion: November 15	Canva, for poster design: \$0 Student Qualtrics: \$0
Interest	Using the results collected in the surveys, create awareness with “The Elders” via flyers around retirement communities and social media. The distribution of flyers will occur several ways: handed out to joggers on Colony Drive, posted and left out for visitors to take at the Murrieta Senior Center, the Amanda Park	Launch: November 15 Est. completion: December 6	

	Senior Apartments clubhouse, the FountainGlen Senior Apartments, and The Colony clubhouse library, as well as sent via neighborhood listservs and Facebook pages.		
Desire	As new volunteers contact the library, collect information on how they learned about the Storytime opportunity. Use this feedback to increase flyering efforts in the areas that produce the most interest. In addition, collect information about the kinds of programs that generate interest with volunteers.	Launch: November 15, on a rolling basis Est. completion: ongoing	\$122.50 printing cost, 250 copies (50 per advertising site).
Action	Reach out to volunteers, schedule a training day, and plan Storytime programming based on volunteer availability.	Launch: December 6 Est. Completion December 13	Training: \$100 monthly (for snacks, any supplies, etc.)
			Total Cost: \$252.50

	JAN-22		FEB-22		MAR-22		Q1		
	BUDGE	ACTUA	BUDGE	ACTUA	BUDGE	ACTUA	BUDGE	ACTUA	AMOU
	T	L	T	L	T	L	T	L	NT

									LEFT
Product									
Marketing	125.00	125.00	125.00	125.00	125.00	125.00	150.00	150.00	0.00
Content	100.00	150.00	100.00	150.00	100.00	150.00	300.00	450.00	-150.00
Paid Advertising	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Volunteer Coordinator									
(possible)	3,146.00	3,146.00	3,146.00	3,146.00	3,146.00	3,146.00	9,288.00	9,438.00	150.00
Branding & Creative									
Events	50.00	50.00	50.00	50.00	50.00	50.00	150.00	150.00	0.00
Other	100.00	100.00	100.00	100.00	100.00	100.00	300.00	300.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	\$3,446.00	\$3,496.00	\$3,446.00	\$3,496.00	\$3,446.00	\$3,496.00	\$10,488.00	\$10,488.00	00

The budget for the marketing plan keeps costs low while maximizing MPL's strengths. The project utilizes low or no-cost resources to engage the community.

The highest cost associated with increased engagement with elderly patrons would be the possible necessity of creating a volunteer coordinator paid position, with the expectation that this position would be the primary person responsible for recruitment, retention, and training volunteers. Additional activities (creating and maintaining Facebook, Twitter, and other social media groups and profiles) may be absorbed by other staff as needed. The projected cost of this position is based upon full-time, hourly paraprofessional salaries in the Southern California area (Ziprecruiter, 2021).

If hiring an additional staff member is unnecessary and can be handled by other employees, our budget reduced by \$9,438.

We will be eschewing traditional, high-cost mass media advertising and relying on, in addition to our flyering, inbound social media, and in-person advertising that emphasizes word-of-mouth narratives to encourage senior volunteerism.

Ancillary costs include minor budget items such as providing snacks and other complimentary benefits for volunteers and creating and distributing flyers in high-traffic areas (please refer to Promotional Tactics for a complete list).

Other costs may include increased labor if the program proves to be a success and investing in greater library technological infrastructure and programming should numbers return to their pre-pandemic levels; this is outside the scope of the marketing plan.

- **Product Marketing:** Includes cost for printing, and distribution, physically and electronically, of flyers.
- **Content:** Design of advertising content; time spent on creating updates and posts for social media outlets.
- **Paid Advertising:** None.
- **Salary for Volunteer Coordinator:** Estimated at \$3,146 a month.
- **Branding and Creative:** None.
- **Events:** Training and workshops for volunteers. An estimated budget of one hundred dollars for bi-monthly events.
- **Other:** None anticipated, to be determined as the marketing plan continues to roll out.

V. Control Phase

Usage and Membership Increases

In 2018 the monthly door count was an average of 24,000 persons. The current number is below 5,000. The goal would be that the door count would return to the previous counts after six months. Volunteer hours were 1,599 in 2018. A 20% increase would allow the Library to turn away fewer children that want to attend events. The average monthly number of new library cards issued in 2018 was 370. The June and July 2021 creative garden events brought in close to those numbers. Numbers typically decline during the Fall, so to continue at that pace would be an achievement.

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Appendix A: Current and Prospective Volunteer Posters



Poster 1



Poster 2



Poster 3



Poster 4 (not used in survey)

Appendix B: Qualtrics Survey part 1

Murrieta Public Library Storytime volunteers

Start of Block Intro Block

Q1

Thank you for taking the time to participate in our survey! This survey is designed to help the Murrieta Public Library learn more about the kinds of poster advertisements that you find interesting. You'll be asked about your volunteer experiences with local service organizations, as well as your preferences for certain images. Please share your honest opinions. The survey is anonymous and will take you about 10 minutes to complete. If you have questions or would like to learn more, please contact Paige Harris at paigeh@usc.edu.

End of Block Intro Block

Start of Block Demographics

Q2 How old are you?

☐ 16-18 (1)

☐ 19-29 (2)

☐ 30-54 (3)

☐ 55-65 (4)

☐ 66-75 (5)

☐ 76-85 (6)

☐ 85+ (7)

Q3 What best describes your employment status over the last three months

☐ Working full-time (1)

☐ Working part-time (2)

☐ Unemployed and looking for work (3)

☐ A homemaker or stay-at-home parent (4)

☐ Student (5)

☐ Retired (6)

☐ Other (7)

End of Block: Demographics

Start of Block: Control Group

Q4 Select any of the following organizations that you have heard of before today. Please select all that apply.

☐ Murrieta Public Library (1)

☐ Murrieta Valley School District (2)

☐ The Colony community library (3)

☐ Temecula Public Library (4)

☐ Girl Scouts of San Geronimo (5)

☒ None of these (8)

Skip To: End of Block If Select any of the following organizations that you have heard of before today. Please select all... = None of these

Page 19 of 29

Q5 Which of the following organizations, if any, have you volunteered with in the last 2 years?

Display This Choice:

If Select any of the following organizations that you have heard of before today. Please select all... = Murrieta Public Library

☐

Murrieta Public Library (1)

Display This Choice:

If Select any of the following organizations that you have heard of before today. Please select all... = Murrieta Valley School District

☐

Murrieta Valley School District (2)

Display This Choice:

If Select any of the following organizations that you have heard of before today. Please select all... = The Colony community library

☐

The Colony community library (3)

Display This Choice:

If Select any of the following organizations that you have heard of before today. Please select all... = Temecula Public Library

☐

Temecula Public Library (4)

Display This Choice:

If Select any of the following organizations that you have heard of before today. Please select all... = Girl Scouts of San Geronimo

☐

Girl Scouts of San Geronimo (5)

☒

None of the above (7)

Skip To: Q7 If Which of the following organizations, if any, have you volunteered with in the last 2 years? = None of the above

Carry Forward Selected Choices from "Which of the following organizations, if any, have you volunteered with in the last 2 years?"

Q6 How frequently did you volunteer?

Display This Choice:

If Select any of the following organizations that you have heard of before today. Please select all... = Murrieta Public Library

Display This Choice:

If Select any of the following organizations that you have heard of before today. Please select all... = Murrieta Valley School District

Display This Choice:

If Select any of the following organizations that you have heard of before today. Please select all... = The Colony community library

Display This Choice:

If Select any of the following organizations that you have heard of before today. Please select all... = Temecula Public Library

Display This Choice:

If Select any of the following organizations that you have heard of before today. Please select all... = Girl Scouts of San Gorgonio

	Once (1)	A few times (2)	On a monthly basis (3)	On a weekly basis (4)
<div>Murrieta Public Library (x1)</div>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<div>Murrieta Valley School District (x2)</div>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<div>The Colony community library (x3)</div>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<div>Temecula Public Library (x4)</div>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<div>Girl Scouts of San Gorgonio (x5)</div>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

⊗ None of the
above (x7)

Page Break

Q7 Right now, how likely are you to consider volunteering with each of the following organizations?

	Extremely unlikely (1)	Slightly unlikely (2)	Neither likely nor unlikely (3)	Slightly likely (4)	Extremely likely (5)	I am a current volunteer (6)
Murrieta Public Library (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Murrieta Valley School District (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Colony community library (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Temecula Public Library (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Girl Scouts of San Geronimo (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: Control Group

Start of Block: Creative Block 1

Q8 On the next screen you will see an image of a potential poster. Please review the image and provide your feedback to the questions that follow.

Page Break

Q9 Poster 1

Q10 Timing

First Click (1)

Last Click (2)
Page Submit (3)
Click Count (4)

Page Break

Q11 Were you able to see the poster clearly?

- ☐ Yes (1)
- ☐ No (2)

Q12 How enjoyable was the poster?

- ☐ Enjoyable (1)
- ☐ Neutral (2)
- ☐ Not enjoyable (3)

Page Break

Q13

Based on this poster, how likely are you to consider volunteering with Murrieta Public Library?

- ☐ Extremely likely (1)
- ☐ Slightly likely (2)
- ☐ Neither likely nor unlikely (3)
- ☐ Slightly unlikely (4)
- ☐ Extremely unlikely (5)
- ☐ I am a current volunteer (6)

Q14 Please select any feelings or thoughts that the poster prompted for you.

- ☐ I am needed (1)
- ☐ My community values children (2)
- ☐ My community values seniors (3)
- ☐ I could do that (4)
- ☐ I don't want to do that (5)
- ☐ I know people who would do that (6)
- ☐ I'd like to learn more (7)
- ☐ I am overwhelmed (8)
- ☐ I didn't/couldn't read the poster (9)

Page Break

Q15 After seeing this content, would you say that your impression of Murrieta Public Library has...

- ☐ Improved a lot (5)
- ☐ Improved a little (4)
- ☐ Not changed (3)
- ☐ Worsened a little (2)
- ☐ Worsened a lot (1)

Page Break

Q16 What is your current opinion of Murrieta Public Library?

- ☐ Very favorable (5)
- ☐ Somewhat favorable (4)
- ☐ Neither favorable nor unfavorable (3)
- ☐ Somewhat unfavorable (2)
- ☐ Very unfavorable (1)

Page Break

Q17 Which parts of this poster did you like the most? Please rank the components so that 1 is your favorite element, and 7 is your least favorite.

- _____ The picture (1)
- _____ The headline (2)
- _____ The colors (3)
- _____ The information provided (4)
- _____ The way it made me feel (5)
- _____ Other (6)

Page Break

Q18 What was the main message of this ad?

End of Block: Creative Block 1

Start of Block: Creative Block 2

Q19

On the next screen you will see an image of a potential poster. Please review the image and provide your feedback to the questions that follow.

Page Header

Q20 Ad 2

Q21 Timing

First Click (1)

Last Click (2)

Page Submit (3)

Click Count (4)

Page Header

Q22 Were you able to see the poster clearly?

☐ Yes (1)

☐ No (2)

Q23 How enjoyable was the poster?

☐ Enjoyable (1)

☐ Neutral (2)

☐ Not enjoyable (3)

Page Header

Q24 Based on this poster, how likely are you to consider volunteering with Murrieta Public Library?

☐ Extremely likely (1)

☐ Slightly likely (2)

☐ Neither likely nor unlikely (3)

☐ Slightly unlikely (4)

☐ Extremely unlikely (5)

☐ I am a current volunteer (6)

Q25 Please select any feelings or thoughts that the poster prompted for you.

☐ I am needed (1)

☐ My community values children (2)

☐ My community values seniors (3)

☐ I could do that (4)

☐ I don't want to do that (5)

I know people who would do that (6)

I'd like to learn more (7)

I am overwhelmed (8)

I didn't/couldn't read the poster (9)

Page Break

Q26 After seeing this poster, would you say that your impression of Murrieta Public Library has...

- ☐ Improved a lot (5)
- ☐ Improved a little (4)
- ☐ Not changed (3)
- ☐ Worsened a little (2)
- ☐ Worsened a lot (1)

Page Break

Q27 Which parts of this poster did you like the most? Please rank the components so that 1 is your favorite element, and 7 is your least favorite.

- _____ The picture (1)
- _____ The headline (2)
- _____ The colors (3)
- _____ The information provided (4)
- _____ The way it made me feel (5)
- _____ Other (6)

Page Break

Q28 What was the main message of this ad?

End of Block: Creative Block 2

Start of Block: Creative Block 3

Q29

On the next screen you will see an image of a potential poster. Please review the image and provide your feedback to the questions that follow.

Page Break

Q30 Ad 3

Q31 Timing

First Click (1)

Last Click (2)

Page Submit (3)

Click Count (4)

Page Break

Q32 Were you able to see the poster clearly?

☐ Yes (1)

☐ No (2)

Q33 How enjoyable was the poster?

☐ Enjoyable (1)

☐ Neutral (2)

☐ Not enjoyable (3)

Page Break

Q34 Based on this poster, how likely are you to consider volunteering with Murrieta Public Library?

☐ Extremely likely (1)

☐ Slightly likely (2)

☐ Neither likely nor unlikely (3)

☐ Slightly unlikely (4)

☐ Extremely unlikely (5)

☐ I am a current volunteer (6)

Q35 Please select any feelings or thoughts that the poster prompted for you.

☐ I am needed (1)

☐ My community values children (2)

My community values seniors (3)

I could do that (4)

I don't want to do that (5)

I know people who would do that (6)

I'd like to learn more (7)

I am overwhelmed (8)

I didn't/couldn't read the poster (9)

Figure 26: Q36

Q36 After seeing this content, would you say that your impression of Murrieta Public Library has...

- ☐ Improved a lot (5)
- ☐ Improved a little (4)
- ☐ Not changed (3)
- ☐ Worsened a little (2)
- ☐ Worsened a lot (1)

Figure 26: Q37

Q37 Which parts of this poster did you like the most? Please rank the components so that 1 is your favorite element, and 7 is your least favorite.

- _____ The picture (1)
- _____ The headline (2)
- _____ The colors (3)
- _____ The information provided (4)
- _____ The way it made me feel (5)
- _____ Other (6)

Figure 26: Q38

Q38 What was the main message of this ad?

End of Block: Creative Block 3

Start of Block: Block 6

Q39 Thank you for your time and energy! As a reminder, if you have questions about this survey please contact Paige Harris at paigeh@usc.edu. If you'd like to be connected with someone to discuss volunteering at Murrieta Public Library, please contact Leslie LaManna at llamanna@usc.edu.

End of Block: Block 6